

## CHAPTER 3 MANPOWER

### GENERAL

Manpower in a dining facility is broken down into two categories. These categories are food service personnel and dining facility attendants. The personnel needed to operate a subsistence supply activity vary depending on the size, type, and location of the activity. Managers need to be familiar with the procedures for determining manpower authorizations and where to go for assistance.

### PERSONNEL

A food service organization or TISA may be operated by the Army or by a commercial firm under government contract. Guidance for determining the number of personnel required to operate a dining facility or a subsistence supply activity is described below.

#### Staffing Standards

Manpower staffing standards for food service or TISA provide work measurement standards. They are a management tool for identifying personnel requirements.

#### Staffing Guides

The staffing guide to operate a TOE or an MTOE dining facility is in AR 570-2.

#### Authorization Documents

There are five basic types of authorization documents. They are the TOE, MTOE, TDA, the augmentation TDA, and the mobilization TDA.

#### Staffing

After the level of manpower authorization has been set, the FA helps the appropriate staff officer

ensure that the required manpower is provided. To do this, the FA works closely with the DPCA, the G1, or the S1; the civilian personnel officer or the G5; and the G4 or the S4. Depending on how the organization is staffed, food service or TISA personnel may be provided through military replacement, direct hire of civilians, or contract.

**Military replacements.** Military replacement requisitions are generated through the SIDPERS. This system is described in the DA pamphlets in the 600-8 series. The DPCA or G1 is the point of contact for military personnel problems.

**Direct hire.** Direct hire of civilians is done through the servicing CPO. FSSs request replacements by submitting SF 52. The FA may need to help him develop job specifications for food service people. Also, the FSS should be provided training in supervision and administrative procedures of a civilian work force.

**Contract.** If a contract is awarded for food service or TISA operations, it is up to the contractor to provide the personnel required to accomplish the mission. As a rule, the Army does not specify required staffing in a contract for food services. The work statement indicates what is to be done, and the contractor is responsible for performance. The appointed COR is the authorized government representative for contract problems. Per AR 735-5, the TISA accountable officer position cannot be contracted. This has been determined to be a government-in-nature position.

### DINING FACILITY ATTENDANTS

If funds are available, DFA services will be contracted in all appropriated fund garrison dining facilities except galleys aboard Army vessels. Military and civilian staffing is described here.

### **Military Staffing**

Except under the circumstances above, military personnel will not perform DFA duties on a regular basis without prior approval of HQDA (see AR 30-1). When military personnel perform DFA duties, they will not be supervised by a contractor. They will be supervised by government personnel. When military personnel are required to perform DFA duties, they will be selected from a duty roster. The normal allowance of DFAs is four per dining facility serving 100 people subsisted and one additional DFA for each 50 additional persons or major fraction thereof. This staffing guideline is based on using personnel who are unskilled in performing DFA duties and who require extensive supervision. This guideline is not to be used for estimating the staffing levels or performance cost of either direct hire or contract civilian personnel.

### **Civilian Staffing**

When civilian DFAs are used, their duties will be covered in the local contract or individual job descriptions. Usually, they unload and store supplies, prepare fruits and vegetables for cooking, clean the building and equipment, operate dishwashers, and take out trash. They may also be required to serve meals and to perform headcount duties. In contract DFA operations, the COR may check with the FSS to make sure that the duties are performed to required standards. The FSS will not directly supervise contract employees, but he will coordinate work requirements with the DFA supervisor.

## **COOKS AND FOOD SERVICE PERSONNEL**

In garrison, cooks may be military; civilian, or both. Military cooks have been taught the basics of how to cook and bake in advanced individual training, but they will rapidly lose their skills if they do not use them. More discussion on how to manage and schedule

personnel is in Chapter 5. Normally, civilians are hired based on their background and training.

### **Cook Duties**

The duties of cook personnel are the same in military- or civilian-operated dining facilities. Basically, they prepare, cook, and serve meals. They must be able to prepare a variety of small and large quantities of food. They must know how to use the dining facility equipment and utensils and how to follow the basic safety and sanitation rules. The first cook on each shift is in charge of the cooks, DFAs, and the kitchen operations, except where a function is contracted. Normally, the first cook will delegate some of the duties so that he is free to supervise food preparation, serving, and cleanup.

### **Baking**

Even though it may be more convenient to order baked items from commercial vendors, all cooks should be trained to produce baked products. Make baking part of a continuous cross training program by including baked goods on the menu. Products should be made using TM 10-412 recipes versus use of commercial mixes. Formal training is available and outlined in Chapter 6 for military personnel. Cooks unable to take advantage of formal training can take correspondence courses which are also available to civilian contract personnel.

## **TISA ORGANIZATION AND PERSONNEL**

The TISA is administered by a TISO. The TISO may also serve as chief of the control branch. A TISA may have both civilian and military personnel. Oversea areas are staffed according to local directives. A typical TISA organization (Figure 3-1, page 3-3) has a control branch, which is the administration center, and a storage/distribution branch which actually handles the receipt, storage, and issue of subsistence items.

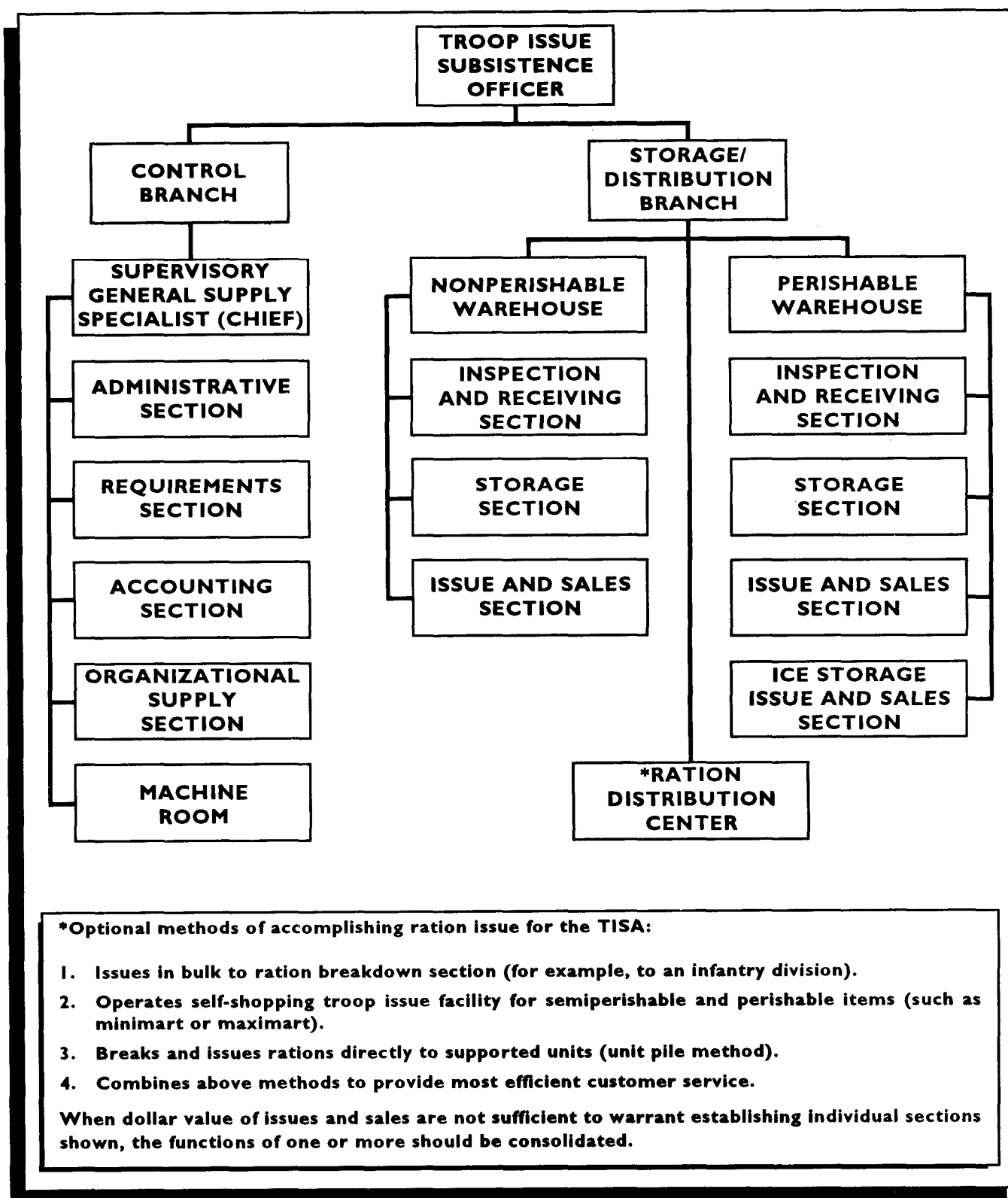


Figure 3-1. Typical functional arrangement for a TISA

## MANPOWER REQUIREMENTS

TDAs are based on periodic manpower surveys conducted by major commands. The surveys are taken every two to five years. They are described in detail in AR 570-4 and DA Pamphlet 570-4. The FA and TISA provide input on their activities to the manpower survey. When a manpower survey is taken, the S4 of each battalion computes manpower requirements for food service personnel. The S4 uses DA Form 140-4. This form is commonly known as a Schedule X. Requirements are consolidated at each headquarters. The installation FA should consolidate requirements for all food service activities. Manpower survey teams review the Schedule X and recommend staffing levels to be incorporated in the next

revision of the installation TDA. Since team members are not always familiar with the food service field, the FA must provide them with special requirements peculiar to the installation or command. For example, the yardstick manpower requirement for food service personnel includes average daily headcount, operating hours, size of facility, number of serving lines, type menus being offered, and field feeding requirements. Staffing requirements to perform these missions should be documented in the REMARKS block of the Schedule X. Remember, Manpower Staffing Standards are only a guide. Your facilities may require more or fewer people to get the job done.